

7 August 1957

SUBJECT: OCI Handbooks

1. PROBLEM. To determine the feasibility of coordination and processing of OCI Handbooks by OBI.
2. ASSUMPTIONS.
 - a. The content and format of the Handbooks will remain, at least initially, substantially as at present.
 - b. The Departments of State and Defense will contribute (performing any necessary liaison) to the Handbooks in a manner analogous to that in which they now contribute to the NIS.
 - c. ORR will contribute (performing any necessary liaison) Sino-Soviet Bloc economic intelligence to the Handbooks in a manner analogous to that in which they now contribute such intelligence to the NIS.
 - d. Over-all coordination of the Handbooks Program will be effected within the coordination framework of the NIS Program (i.e., top control by the NIS Committee, etc.).
 - e. All Handbooks will be revised annually at the rate of two per week.
 - f. Present rates of NIS processing in OBI are to be maintained substantially unaffected by OBI assumption of the Handbooks Program.
 - g. Costs for the Handbooks Program will be handled, as for the NIS Program, by statement of requirements and are not, therefore, within the scope of this study.
3. FACTS BEARING ON THE PROBLEM.
 - a. The initial OCI program of 109 Handbooks is now complete and in the maintenance phase (~~Text~~).
 - b. Processing and publication of the initial issue of the 109 Handbooks was accomplished in OCI by a staff of two to four full-time employees with additional coordination support from OCI area desks which produced the copy (~~Text~~).
 - c. A representative of DDS has stated that no personnel increases will accrue to the OBI T/O if OBI takes over the Handbooks Program from OCI (~~Text~~).
4. DISCUSSION.
 - a. While an official list of the areas covered by OCI Handbooks is not available for purposes of this study, general familiarity of the undersigned with Handbook area coverage leads to the presumption that it conforms closely to the NIS coverage of corresponding land areas. Hence, on the principle that there

should be a Handbook for each NIS land area, a maximum of twelve (121-109) initial Handbooks would have to be prepared. Since these would not have to be prepared until after pertinent elements of CHAPTERS II - VIII and KP have been published, accomplishment of the task might not be required at an early date and, in any event, could properly be spread over a period of time. Hence, the main immediate and continuing job to be done in connection with the Handbooks would be the one of maintaining those already published. This maintenance would proceed at the rate stated in Assumption 2e above except when major changes (such as a new government) in an area occurred. Coverage of such changes would be issued as soon as practicable after the event.

- b. It is estimated (~~that~~) that, if the present D/E staff were charged with processing Handbooks material, review of revision copy of average quality (submitted in final form by the contributor) for two Handbooks per week would require the time of each of five editors at the rate of one-half day per week or a total of two and one-half days per week of editorial time. If the revisions were of such a nature as to involve fewer than five editors, the total estimated time per week would remain the same; but, of course, the amount of time required of the individuals concerned would be proportionally greater. It is thought that the time required to review an initially produced Handbook would be substantially the same as that for a revision. Experience has shown that editorial review of a 250-page NIS Section takes about two and one-half to five days, depending upon the quality of the copy and the skill of the editor. On the basis of these calculations, therefore, D/E reviewing of the Handbooks would displace the reviewing of NIS Sections at the rate of at least four or five per month, and more, if the reviewing of initial Handbooks and revised ones were undertaken concurrently. Regional review of Handbooks material would probably require regional specialists' time at the rate of one-half day per week per Handbook. This time would have to be deducted from that available for other duties; but, since regional would be coordinated with editorial review, the D/R operation would not increase over-all NIS displacement.
- c. It is estimated (~~that~~) that D/P processing of revised Handbooks material at the rate of two per week would require fifty to sixty hours of typing-proofreading and forty hours of graphic and cartographic work (approximately 12% of the D/P graphic production capability) per week. It is further estimated that the processing of an initial Handbook would require twenty-five to thirty hours of typing-proofreading and twenty hours of graphic and cartographic work. This time would, of course, have to be added to that for processing revised Handbooks, if, as

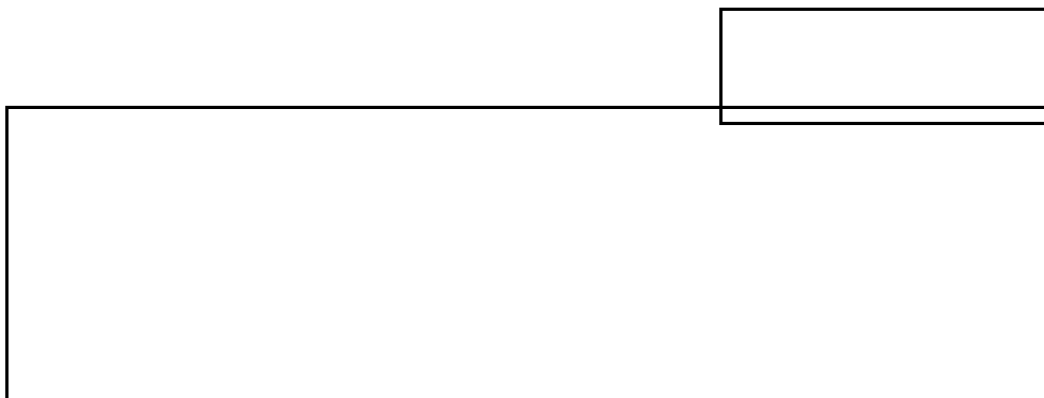
might well happen, the two tasks had to be done concurrently. If the present D/P staff were charged with processing the Handbooks, the time indicated above as necessary for performance of this task would have to be deducted from that available for the NIS. It is infeasible to estimate a precise rate of NIS displacement in terms of Sections per month, but it is certain that this displacement would be substantial.

- d. A separate unit within OBI might be formed to process the Handbooks. This unit, if properly staffed, would permit a substantial amount of central writing and thus permit contributing agency submission of material in considerably less formal form than that required for the NIS. The T/O shown at Tab C is considered proper and adequate for such a unit. Lessening this T/O substantially, say by one GS-9 and one GS-5, would severely limit or rule out central writing and thus increase the burden of contributors. Personnel for the unit would have to be taken from the present T/O of OBI, or additional slots would have to be procured. It is not apparent how personnel for an adequate unit could be provided from the present T/O of OBI without seriously crippling the NIS Program. Additional slots would provide for processing the Handbooks with a minimum of encroachment upon the time of D/E and D/P personnel. Time of D/R personnel would still be required at the rate indicated in 4b above, but this requirement is not considered unacceptable. A representative of DDS has stated informally that OBI would not be allowed additional personnel for the Handbooks Program (~~Tab A~~). It is by no means certain, however, that strong representation at high level would not alter this position.

5. CONCLUSIONS.

- a. Coordination and processing of the OCI Handbooks by OBI with its present staff is infeasible without seriously retarding the processing of the NIS.
- b. Coordination and processing of the OCI Handbooks by OBI with a suitably augmented staff is feasible with little or no retarding of the processing of the NIS.

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ESTIMATED T/O ADEQUATE TO PROCESS HANDBOOKS WITHIN OBI

<u>NUMBER</u>	<u>GRADE</u>	<u>FUNCTIONS</u>
25X1	GS-13	Supervise activities of the unit; maintain liaison with contributing agencies; draft Handbooks Program schedules.
	GS-11	Edit, including placing material in proper form (i.e., perform a substantial job of central writing).
	GS-09	Illustrator. Perform Handbooks graphic work.
	GS-07	Typist-proofreader. Prepare Handbooks material for printer.
	GS-05	Manuscript typist.

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